

strategy matters

Helping Those Who Do Great Work Do It Better



Town of Arlington

Department Heads' Meeting
Friday, September 23, 2022 | 10 - 11 am

Meeting Goals + Agenda

- Take the opportunity to get to know each other
- Give an overview of the process we are undertaking
- Overview and get input on our goals for the process

Continuing Our DEI Work to Date

Where we started and where we are going

- Establishment of Human Rights Commission, Disability Commission and most recently LGBTQIA+Rainbow Commission, in addition to Equal Opportunity Advisory Committee
- Continued commitment to advancing inclusionary zoning and affordable housing opportunities
- In 2019 Arlington joined GARE, the Government Alliance on Race & Equity, and initiated a multi-part training with the National League of Cities with the REAL Program (Race, Equity, And Leadership)
- Partnered with Powerful Pathways, a racial equity consultant to help foster community healing, and facilitate community dialogues around race and equity
- DEI Division Programming: Stand Against Racism (April workshops), Community Conversation Series (summers), other partnerships with departments and organizations for programs throughout the year
- Alignment with Arlington Public Schools DEI
- Initiated Community Equity Audit with Opportunity Consulting
- Expanding the DEI Division, resources and staff

Overview of the Process

Workshop 1: Phase 0

Developing a common language and understanding our approach including:

- i. History of structural racism
- ii. Bias (forms of it, conscious and unconscious)

Workshop 2: Co-Creating an Understanding...

...Of the status quo:

- i. Where are we, with respect to D, E, and I in our work and lives?
- ii. A self-assessment: Who am I in relation to all of these issues?

Workshop 3: Skills Development

Building competency in the following areas:

- i. Healthy conflict
- ii. Developing leadership skills
- iii. Decision making models to increase fairness and transparency.

Workshop 4: Collaboratively Setting Goals...

...For the future:

Making explicit what Town staff want to do, achieve, and commit to going forward

Strategy + Plan

Creating a town-wide strategy and action plan for reaching the goals, including:

- i. Reviewing departmental strategic plans, action plans, etc. to identify crossover and opportunities to use the DE/REI lens to improve that work.
- ii. Creating new plans to enable teams to “socialize” their learning and their DE/REI plans throughout their departments.
- iii. Creating cross functional opportunities for continued learning and growth.

Goals for the process

Rational

What do we want to come out of this process in terms of decisions and deliverables? What does a successful process yield in terms of deliverables?

- 1) Build upon the work that the Town has done
- 2) A final report containing:
 - Meeting notes/reports
 - Goals
 - Action plans
 - Strategy statement
 - Consultant recommendations
 - Additional resources

Experiential

How do we want people to feel about their participation in this process?
How can we strengthen this team, and enhance everyone's experience through the process?

- 1) Interactive
- 2) Engaging
- 3) Collaborative
- 4) Offer employees a transformational and personal experience

Transformational

What could and should be different within our organization and for our community more generally, as a result of the work we do together in this process?

- 1) All Town employees will participate in leading change, and will see themselves as doing such
- 2) Ability to interpret data and information in service to identifying areas for growth, change, and repair

What We'll Ask for from Participants

- Attend workshops
- Give feedback
- Join the Process Management Team (PMT)